THE AEROSPACE CORPORATION

Spearheading Successful Space Acquisitions

Mr. Robert Krilowicz

Acquisition Center of Excellence (SMC/AXD)

&

Andy Guillen

Center for Systems Acquisition Development

- **Vision/Mission**
- **Why an ACE?**
- **Who we are!**
- **What we can do for you**
  - **Tools**
  - **Process overview**
  - **Training**
  - **Facilities**
- **Summary**

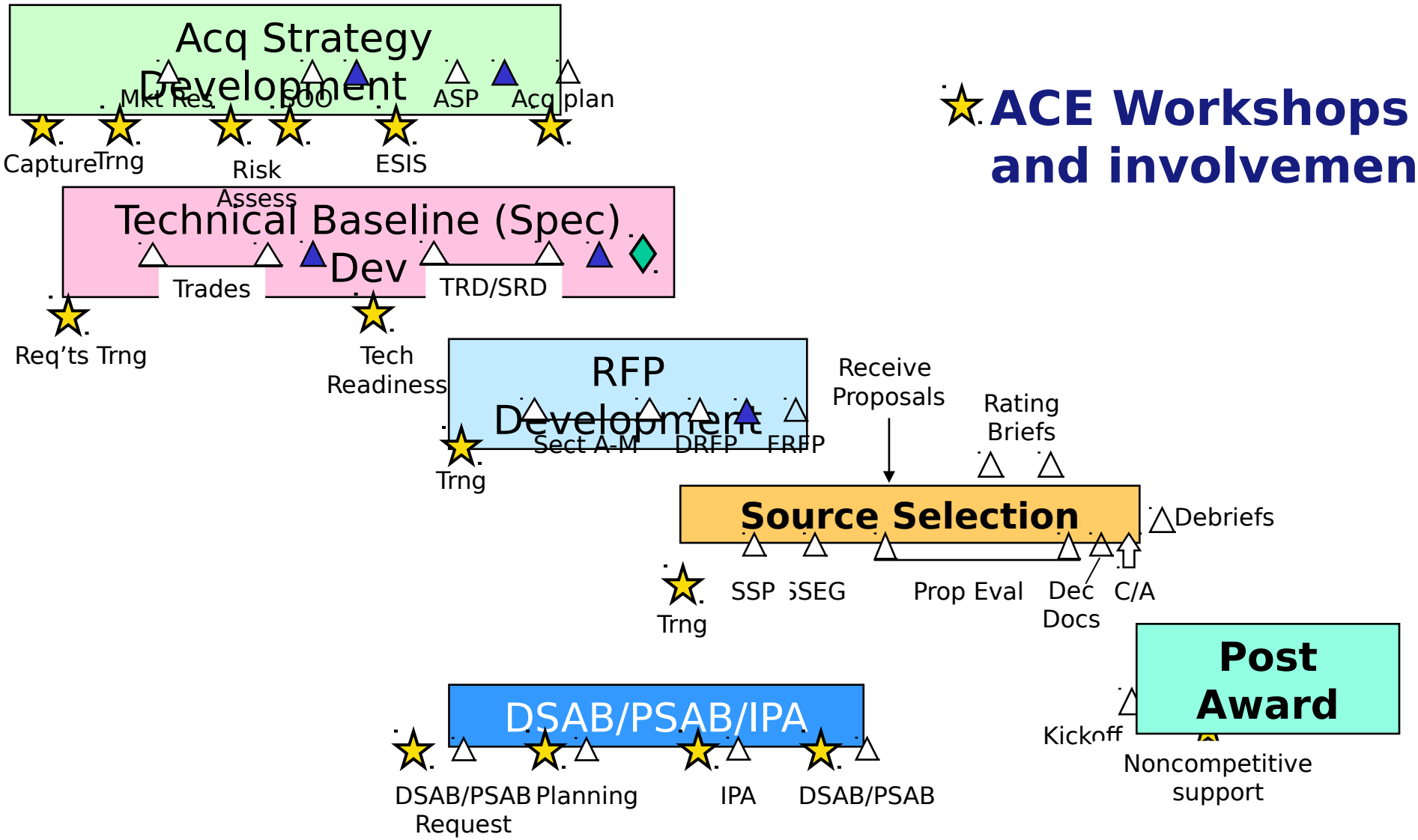
- **Vision:**

  A body of acquisition experts charged by SMC/CC to continuously influence the space acquisition environment instilling discipline, training, innovation, teamwork, sense of urgency and credibility.

- **Mission:**

  Ensure successful National Security Space acquisitions by providing leadership and expertise for all pre award and select post award activities.

ACE Support



ACE Workshops and involvement

Updated 25 Jun 2003

Why an ACE?

- **Initially, stood up per Lightning Bolt 99-1**
  - Established at all AFMC Product Centers, as Centralized Acquisition Support Teams (CAST)
  - Ensure quality and consistency in AF pre-award activities
  - Capture and Disseminate Lessons Learned/Best Practices
  - SPDs directed to use CAST for all contract actions exceeding $10M in total value at Product centers, $500K Test and Logistics centers
- ***SMC/CC re-designated CAST to ACE in Sept 2002***
  - *Maintain current duties*
  - *PLUS*
    - *Become NSS 03-01 Secretariat*
    - *Oversee DSAB/PSAB/IPA Process*
    - *Serve as SMC Change agent—Acquisition Transformation*

SMC ACE is CC's Change Agent for Agile Acquisition

ACE Benefits

- **Under Current Entitlements SMC is 56% manned**
- **The Ace serves as a force multiplier**
  - Personnel bring expertise to multiple programs
  - Reduces SPO “standing army” syndrome
  - Answers/staffs center-wide responses to HHQ queries relieving SPOs of that burden
  - Industry interface on a wide range of tactical and strategic issues that directly impact the way SMC conducts business
    - EX: draft RFP process and improvements to section L&M
- **Our Proven Processes lead to Good SPO Products**

ACE is SMC Force Multiplier

Who We Are

- **Subject matter experts: program management, contracting, logistics, systems engineering, pricing, software development**
- ***<u>Recent Experience</u> with***
  - *FAR 15 (Best Value, Price-Performance Tradeoff, Lowest Price Technically Acceptable),*
  - *FAR 12 (Acquisition of Commercial Items),*
  - *Other Transactions, PRDAs, ACTDs,*
  - *Base Logistics, A-76 "Government Out-Sourcing"*
  - *IPA/DSAB/PSAB (GPS III, NPOESS, SBR)*
- **Industry experience developing proposals**
- **We average 12 to 15 acquisitions per year**

We Know What Works and What Doesn't

CY 03 RFP/Source Selection Activity

- **Completed:**
  - **61 ABG CE Services**

- **Planned:**
  - **SBR**
  - **ADAP**
  - **GPS III**
  - **61 ABG Education**
  - **TSAT**
  - **SBSS**
  - **MIDSTEP**
  - **Aerospace Corp**
  - **61 ABG CE Custodial**

Updated 25 Jun 2003

Defense Space Acquisition Board (DSAB)
PEO Space Acquisition Board (PSAB)

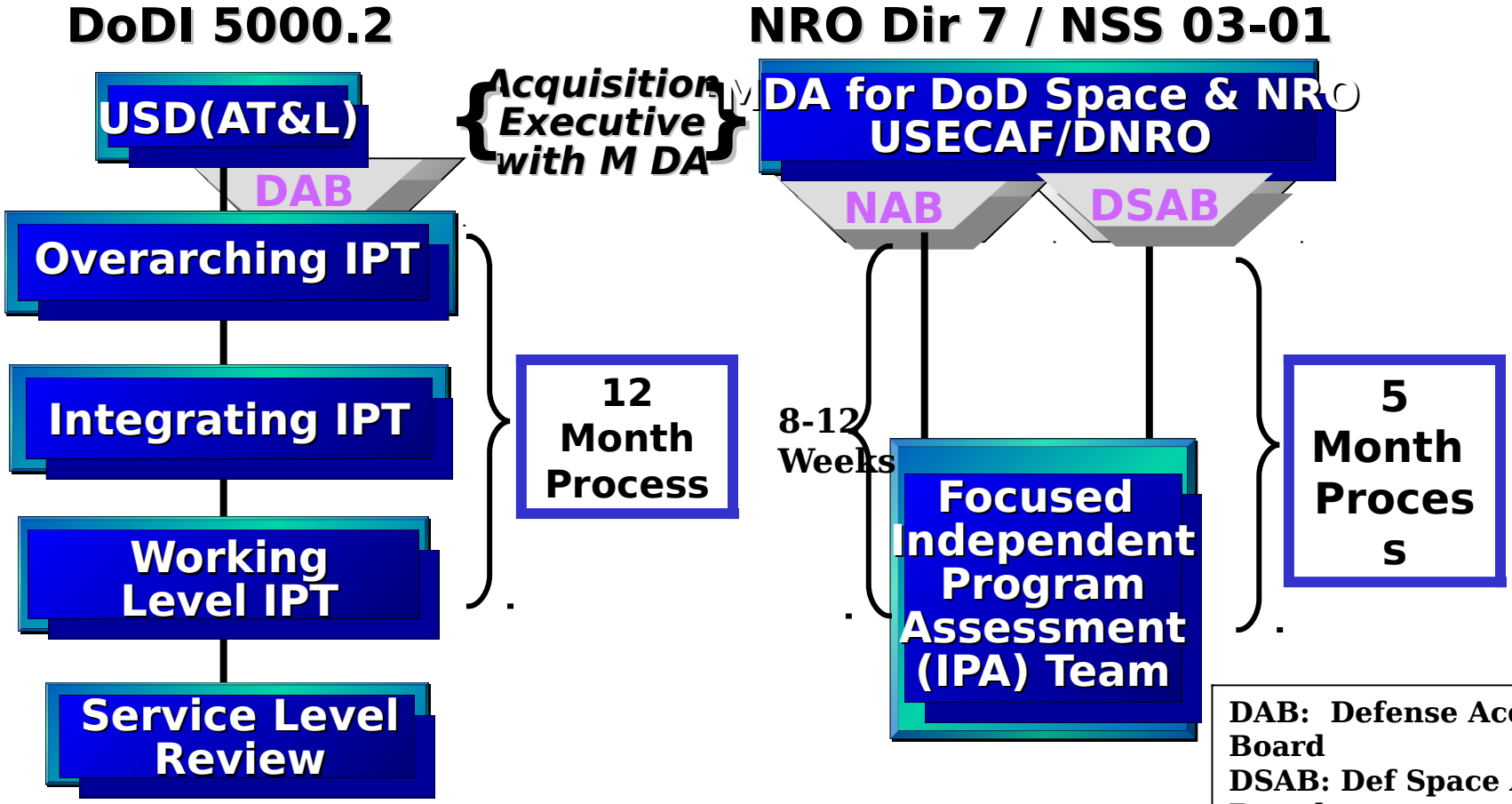
- **A DSAB is a decision meeting to decide program's readiness to proceed into the next acquisition phase and assess adequacy of the proposed approach at each Key Decision Point (KDP)**
- **PEO SAB (PSAB) is local SMC process for programs where PEO is MDA**
- **SMC/ACE is SMC Secretariat for all DSAB and PSAB activities and works with USECAF staff to coordinate all DSAB and pre-DSAB activities, such as request letters, DSAB planning meetings, program unique DSAB issues, etc.**

"The kind of high-level review that the USecAF would do personally if he had the time available"

Independent Program Assessments (IPA)

- **IPA and Cost Assessment are key preparatory activities for DSAB review to the Under Secretary of the Air Force (USecAF) as Milestone Decision Authority (MDA)**
- **IPA Assessment Based on Information Provided by Program Office**
  - Program and related documentation for appropriate KDP
  - Briefings and discussion with program office and stakeholders/user/mission partners
  - Documented answers to IPA Team questions
- **IPA Compares program accomplishment with program objectives and with previous USECAF guidance, decisions, and/or Congressionally-directed actions.**
- **In-depth Review of those Areas of Particular Criticality, Controversy, or Risk**
- **SMC/ACE is SMC Secretariat for all SMC IPAs activities responsible for providing direct implementation support for process training, program office planning, facilitating, and maintaining the process**

Reduces Acquisition Decision Cycle Time
Ex: SBR: Request letter 27 Feb 03—DSAB held 10 Jul 03



ey difference is length of review process not the dept

ACE DSAB/PSAB/IPA Schedule

Program	Office	KDP	DSAB/PSAB	IPA		ICA/ICE	
				Start	Lead	Start	Lead
SBR	**SB**	**A**	**DSAB - 10 Jul 03 (Note 3)**	**13 May 03**	**L/Gen Cromer (Ret)**	**Mar 03**	**ICA Mr. Jon Sweet**
TSAT	**MC**	**B**	**DSAB - Tentative 30 Oct 03 (Note 2)**	**Sept 03**	**Tentative Adm Frost (Ret)**	**June 03**	**ICE LtCol John Tomick**
SBSS Pathfinder	**SY**	**B**	**Tailored PSAB Nov 04**	**TBD**	**TBD**	**TBD**	**TBD**
RAIDRS	**SY**	**B**	**DSAB Feb 04**	**TBD**	**TBD**	**TBD**	**TBD**
CSRS	**SY**	**B**	**PSAB Mid Mar 04**	**TBD**	**TBD**	**TBD**	**TBD**
GPS III	**GP**	**B**	**DSAB Oct 04**	**TBD**	**TBD**	**TBD**	**TBD**
SBSS Objective System	**AD**	**A**	**DSAB FY06**	**TBD**	**TBD**	**TBD**	**TBD**

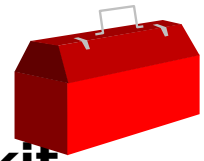
Footnotes:

1. DSAB Request Letter Submitted
2. DSAB Secretariat Approved Request

What We Can Do For You

- **Advise/Train/Coach/Lead**
  - Risk Assessment
  - Acquisition Strategy Development
  - DSAB/PSAB/IPA Process
  - Solicitation Development
    - Performance Based
    - Evaluation Criteria
  - Source Selection
  - Contract Administration as Required
    - CPARs
- **Schedule/Facilitate DSAB/PSAB/IPAs**
- **Provide Graybeard Support**
- **Facilitate Dissemination of Ideas**
  - DoD/Air Force/AFMC/SMC Lessons Learned & Best Practices

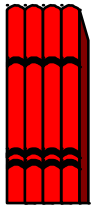
SMC ACE Pre-Award Toolkit



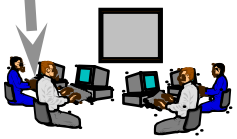
Toolkit
- Guides
- Templates
- Examples
- Lessons Learned
- Training Briefs

Hyperlink

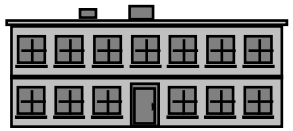
ASOC
- Pre-Award Data Base
- Helps Build RFP
- Tracks Status



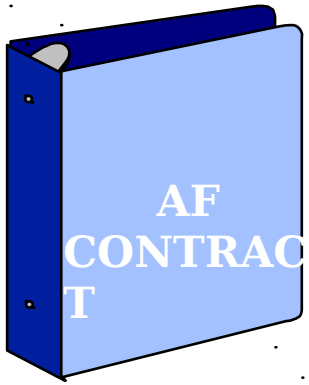
Critical Process Assessment Tools



Acquisition Support Operations Center
- Brainstorming
- Problem Solving
- Risk ID/Assessment



Fort MacArthur Source Selection Facility



Helping Space Programs Get To Contract Award

We Have Proven Training

- SOO Workshop
- Industry Day Prep
- Risk Assessment
- Acquisition Strategy
- RFP Workshop
- Source Selection Evaluator Training
- PRAG Tutorial & Sec L&M Development
- Technical Requirements Development
- IMP/IMS Workshop
- Systems Engineering Revitalization
- DSAB/PSAB/IPA Training

We conduct focused Training

Team Training

- **Format: Group Discussion and Workshop to develop initial IPT approach based on lessons learned and best commercial practices**
- **Audience: IPT Leadership**
- **Products:**
  - Initial set of Ground Rules for IPT Operations
  - IPT schedule approach
- **Benefits:**
  - More effective meetings and products
  - Better teamwork based on shared expectations
  - Effective approach for involving users

SOO Workshop

- **Format: Structured brainstorming using Ventana**
- **Audience: Key IPT membership including users**
- **Products:**
  - Consensus based SOO elements (basis for writing SOO)
- **Benefits:**
  - Early identification of key objectives of acquisition
  - Opportunity to get “User Buy-in”
  - Mechanism for early industry feedback

Risk Assessment

- **Format: Working session (brainstorming, voting, etc.)**
- **Audience: Entire IPT**
- **NOTE: There are multiple sessions in this module**
  - Session 1: Planning Session with Program Manager (1 hr)
  - Session 2: Requirements Drivers with IPT (4 hrs)
  - Session 3: Risk Assessment with IPT (6 hrs)
  - Session 4: Risk Handling Plans (2 hrs)
- **Products:**
  - Prioritized list of risks
  - Handling plans for government risks
- **Benefits:**
  - Team consensus on government tasks/plans
  - Identification of key issues for RFP
  - "Frame of Reference" for contractor's risk assessment *(proposal)*

Industry Day Prep Session

- **Format: Group discussion of best practices and lessons learned from other SMC teams**
- **Audience: IPT leadership and OPR**
- **Products:**
  - Initial “plan of attack”
  - Outline of CBD announcement
- **Benefits:**
  - Improved industry feedback
  - Better preparation by Government (and Industry)

Early Strategy and Issues Session

- **Format: Discussion of Strategy Approaches**
- **Audience: IPT and Staff 3-letter representatives**
- **Products:**
  - Staff inputs and feedback
- **Benefits:**
  - Alternative approaches
  - Lessons learned
  - Early involvement of staff reviewers

Requirements Management Training

- **Format: Tutorial and Discussion**
- **Audience: IPT Leadership & "Requirements Team"**
- **Products:**
  - Understanding key steps in the requirements process. Understand different/complimentary roles of SE&I contractor and SPO.
- **Benefits:**
  - Appreciation of key concepts and essential steps in process
  - Understanding of Aerospace role
  - Potential sources of additional assistance from Aerospace

RFP Workshop

- **Format: Process Overview and Hands-On Exercise**
- **Audience: IPT Leadership plus Factor/Sub-Factor Chiefs (10-15 max)**
- **Products:**
  - A team prepared to develop actual source selection criteria
- **Benefits:**
  - Familiarization with overall source selection process
  - First hand understanding of essential elements of RFP
  - Hands-on experience evaluating proposals
  - Appreciation of the evaluation environment without going thro[illegible]he entire process

Please do not begin writing the RFP until after this workshop is given.

Sections L&M Development Process

- **Format: Hands-On Development of Detailed Outline for Mission Capability Sub-Factors, Sections L & M**
  - Separate workshops for Past Performance and Price/Cost
- **Audience: Key members of RFP Team**
- **Products:**
  - Detailed outline of Section L instructions to offerors and Section M evaluation criteria
- **Benefits:**
  - Focused draft of Sections L&M
  - Key discriminators identified
  - First draft developed in minimum time
  - Detailed outline for industry feedback

Please do not begin writing the RFP until after this workshop is given.

IMP/IMS Workshop

- **Format: Tutorial and Workshop**
- **Audience: Key IPT members**
- **Products:**
  - Volume outline
  - Key decisions on approach for each section
- **Benefits:**
  - Understanding of IMP/IMS elements
  - Understanding need for schedule analysts

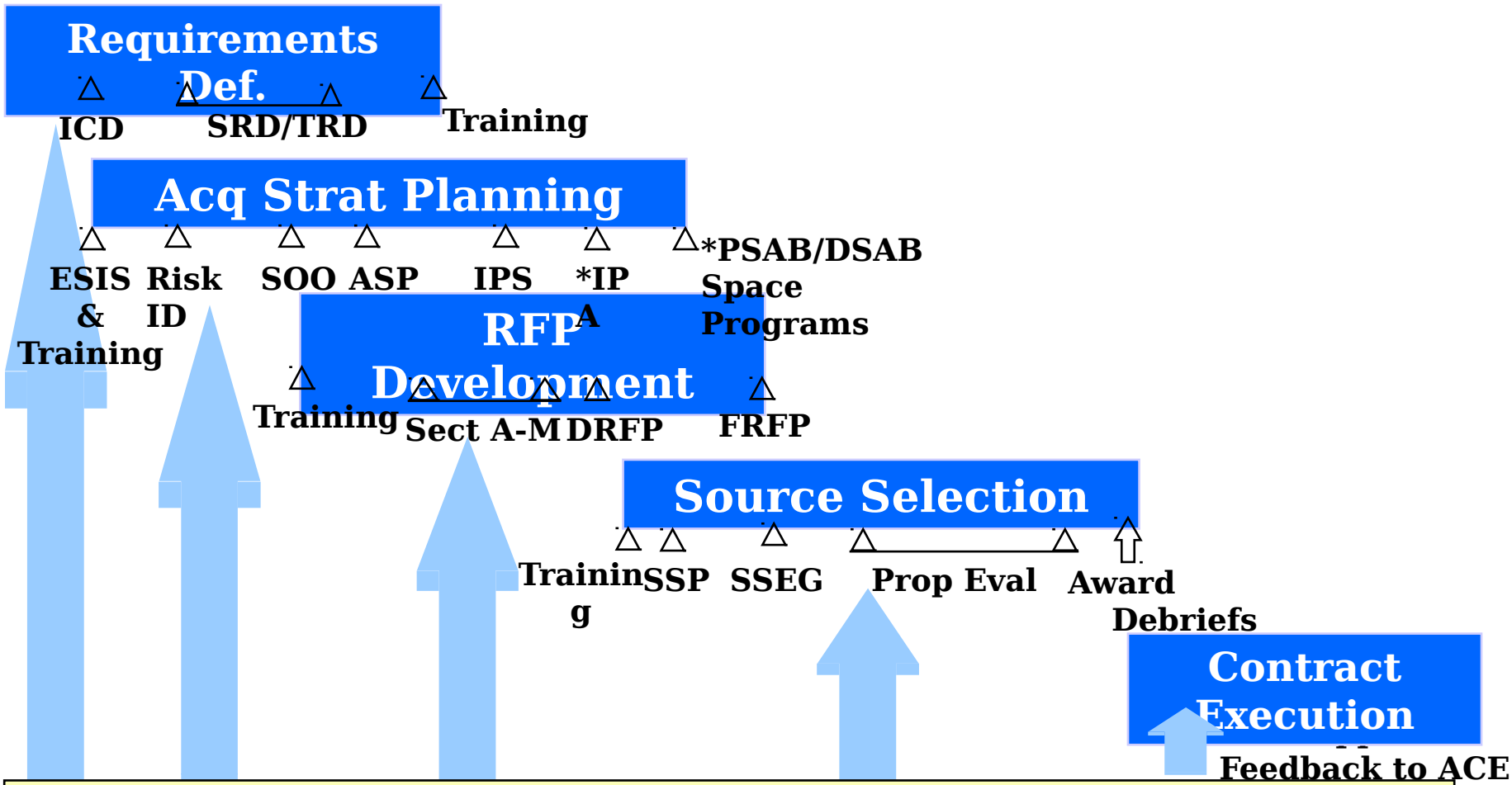
Source Selection Team Training & Electronic Source Selection Tool Demo

- **Format: Detailed discussion of process and hands-on demonstration of tool**
- **Audience:**
  - Session 1 -- Core Team (Chiefs, Chair, PCO, Recorder)
  - Session 2 -- Entire evaluation team
  - Session 3 -- (separate, parallel) Session for PRAG
- **Benefits:**
  - Thorough understanding of process by all team members
  - Latest lessons learned & best practices
  - Tool familiarization

Lessons Learned for Each Phase

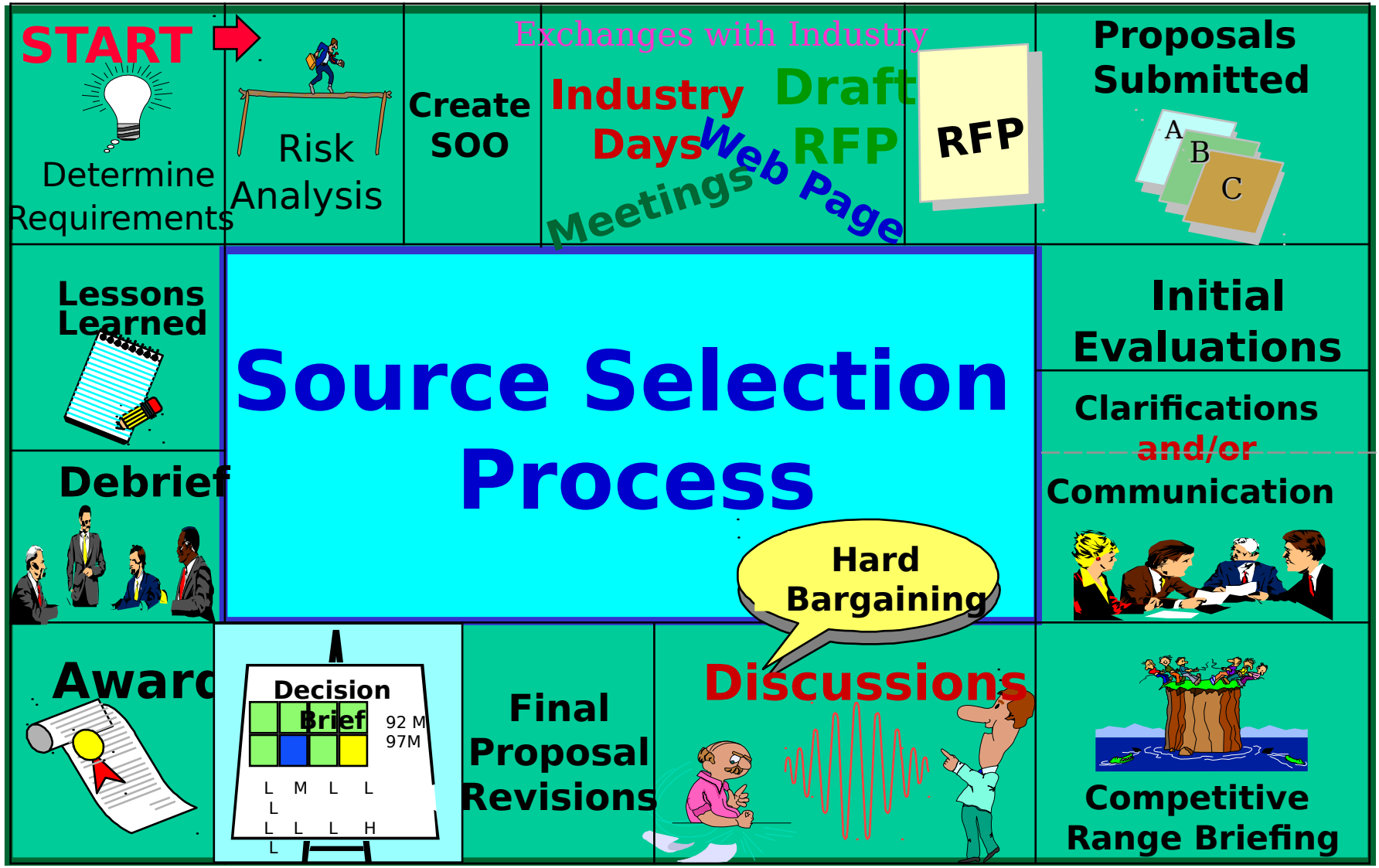
- **Format: Tutorial and discussion of recent Do's and Don'ts from SMC teams**
- **Audience: IPT Leadership**
- **Benefits:**
  - Recent mistakes avoided
  - Opportunity to repeat recent successes

Process—Pre-Award (Top Level)



"SMC ACE - REAL TIME Participation, Review, & Approvals"

Process—Source Selection



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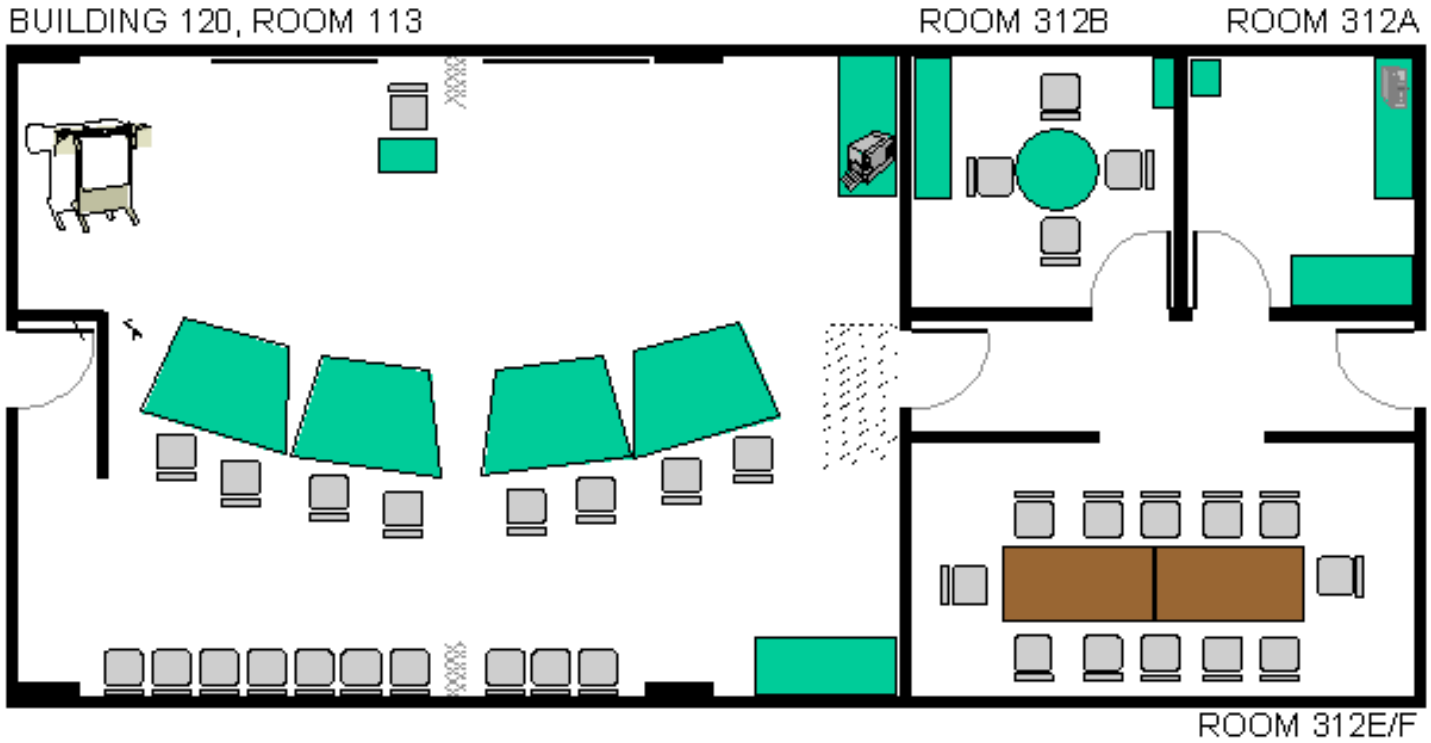
Facilities—Acquisition Support Operations Center (ASOC)



Some of the Noteworthy Features:

- Ventana Group Systems S/w for Brainstorming and Consen
- Specialized Software for Requirements Devel/Val, Sys Eng
- Access to the Latest Acquisition Development Tools

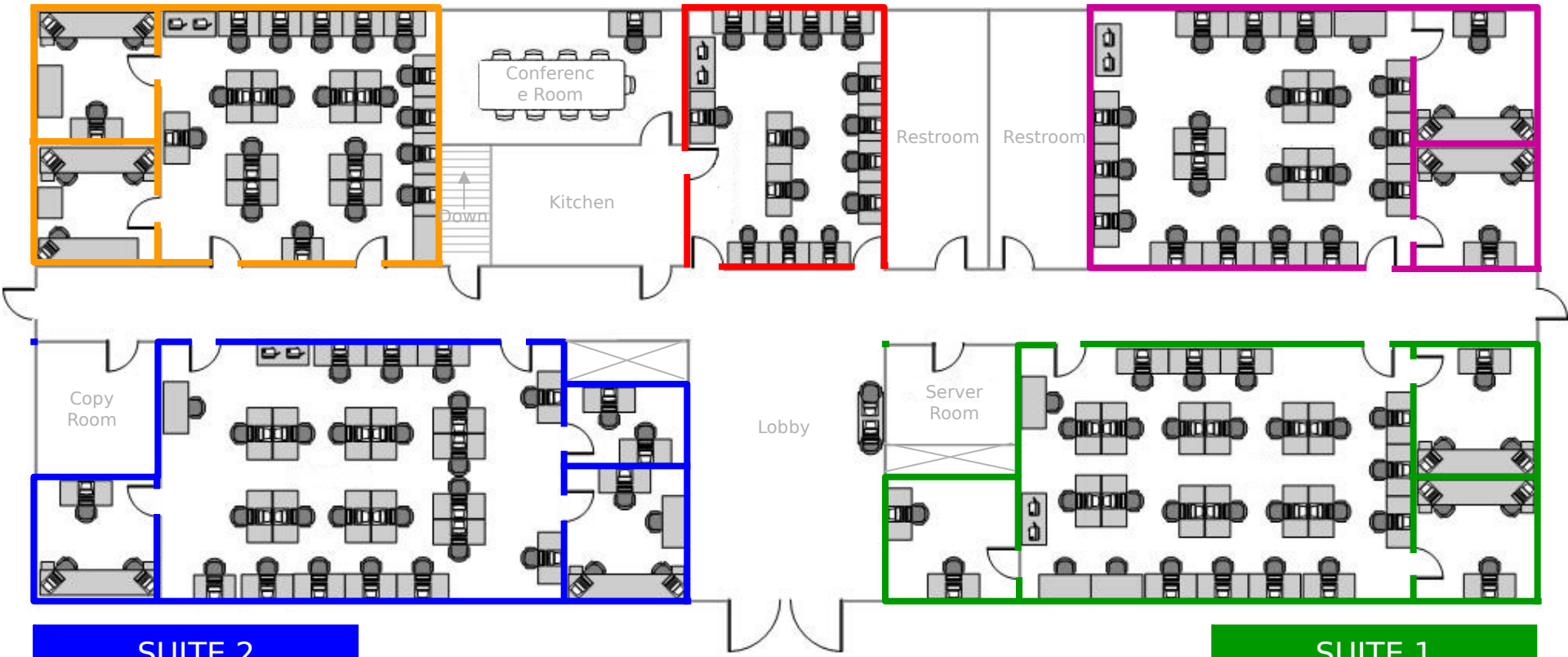
arn more about the ASOC at http://losangeles.af.mil/axd/ipdc.ht

Facilities—Electronic Source Selection Facility (ESSF)

SUITE 4
25 Workstations
2 Breakout Rooms

SUITE 5
15 Workstations
0 Breakout Rooms

SUITE 3
25 Workstations
2 Breakout Rooms



SUITE 2
30 Workstations
3 Breakout Rooms

Bldg 410, Fort MacArthur

SUITE 1
30 Workstations
3 Breakout Rooms

Updated 25 Jun 2003

SMC Road to Acquisition Excellence
Success Stories

- **Space-Based Radar**
  - **5 months to DSAB decision versus 12 month DAB Process**
- **Meaningful Acquisition Reform Training**
  - **Monthly with seminars led by industry experts versus one week long session to fill square. Positive feedback Center-wide**
- **Discovery Map Learning**
  - **Transforming acquisition culture (Center & Dets)**
- **Hammer Training**
  - **Keeping center connected to latest innovations in acquisition community**

Our Objective

- **Strategy that matches program constraints and objectives**
- **Objective assessment of risks**
- **Clear, concise RFP**
- **Efficient source selection**
- **Basis for successful program execution**

Reduced Cycle Time, Fewer Revisions, Better Focus

What We Offer You Summary

- **A multi-functional team with extensive source selection experience**
- **The latest lessons from SAF/AQ, USECAF, and SMC/CC source selections**
- **Workshops and “Prep Sessions” that help you get it right the first time**
- **“Coaching” and advice at every step in the process, especially during source selection**
- **The latest tools, guides and examples available**
- **Disciplined, proven process**

Reduced Cycle Time, Fewer Revisions, Better Focus

What We Need From You

- **The opportunity to lead your IPT through 14 key activities**
- **Active participation by key members of your IPT during these key activities**
- **Ample time to execute each module and session**
- **Your active support--PM attendance at every session is key to a successful module**
- **Invitation to all team <u>and</u> leadership meetings/activities**

Your Strong Support & The Opportunity to Help

QUESTIONS?

BACK UPS

Acquisition Center of Excellence (ACE)

START HERE

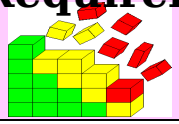
ONE WAY

Initial Meeting

Effective IPT

Market Research

ID & Assess Requirements Ri



Acquisition Planning

STOP

Post Award Lessons Learned CPARs

Critical Steps to a Successful Acquisition

The Acquisition Center of Excellence and You ...A Winning Combination!

Requirement Documents

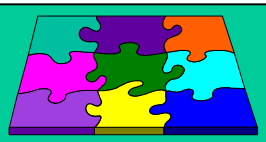
Debriefings

Requirement Risk Analysis & Mitigation

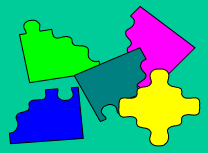
REQ RISK

Contract Award

Source Selection



Final RFP



Draft RFP

Evaluation Criteria

Start RFP

We Have Great Tools

- AQ and AFMC Guides and Templates
- Examples from other SMC programs
- Actual briefings & documents from other SMC programs
- “Source Selection Overview for Potential Offerors”
- Lessons learned and best practices
- Ventana groupware for consensus building
- Special facility for integrated product development
- Electronic Source Selection Facilities (Ft Mac)
- Electronic Source Selection Tool

We Have Current, Proven Tools

Our Process:
Designed to Produce Foundational Products

- Team Training
- Statement of Objectives (SOO) Workshop
- Risk Assessment
- Industry Day Prep Session
- Early Strategy and Issues Session (ESIS)
- Req’ts Management Training
- RFP Workshop & Sections L&M Dev. Processes
- IMP/IMS Workshop
- Source Selection Evaluation Team Training &
- Electronic Source Selection Tool Demonstration

Lessons Learned for each phase

As of 16 Jul 2003

① = Requirement for 6 New Slots (1 promised by PK – Maj Troncoso)
② = Two Real Vacancies (1 – PK, 1 – AX)
▯ = New Government Requirement (Slot Doesn't Exit)
△= Real Government Vacancy (Slot Exists)
!! = New Aerospace Requirements (Two Slots)
L = Lead

SMC/AXD
Acquisition Center of

Chief
Mr. Robert S. Krilowicz
GS-15/AX
Deputy
Lt Col Dwight Harris
AX
Aerospace System Director
Mr. Andy Guillen
Aerospace

Executive Support
Ms. Susan Bretherton, GS-7/AX
Ms. ▯Maria Millikan, GS-5/AX

Special Assistant for Policy
Mr. Les Jepsen
GS-14/AX

Lt Col Ross G. Gobel
AX

Air Force Reserve IMA
Lt Col Ron Benner
AX

Senior Cost/Price Analyst
Ms. Melinda T. Richmond
~~GS-14 (1102) PK~~

DCAA Lead
Mr. John Shah
GS-13/DCAA

→ **PK**

AXDI
IPA/PSAB/DSAB Branch

Chief
Maj David T. Tsui
AX

IPA/PSAB/DSAB Manager
Mr. Alan Adams
Aerospace
IPA/PSAB/DSAB Specialist
Ms. Della Hinesley
GS-13/AX
IPA/PSAB/DSAB Specialist
Mr. Chuck D. Donahue
Aerospace
IPA/PSAB/DSAB Specialist
▯ Vacant (NEW REQ)
GS-13/AX

AXDP
Acquisition Excellence Branch
Chief Vacant 063A4/Major Maj Troncoso, ETA 7 Aug 03 (PK)

Surveillance Systems
L= Mr. Ronald G. Martin
GS-13/AX
- Mr. Paul S. Pencikowski
  Aerospace

Communication Systems
L= Ms. R. Campbell-Labriola
GS-13/AX
▯ **Vacant (NEW REQ)**
GS-1101-13/AX
- Dr. Charles Schwartz
  Aerospace

Base Support/Other
L= Ms. Linda F. Drum
GS-13/PK

Launch & Range Systems
L= ▯ **Vacant (NEW REQ)**
GS-13/PK
- **!! New Senior Project Engineer** Aerospace

Weather Systems
L= ▯ **Vacant (NEW REQ)**
GS-13/AX
- Dr. Harsha K. Reddy
  Aerospace

Lessons
L= △ **Vacant**
GS-1101-13/AX
Mr. Robert Wielatz
SETA Contractor

Space Control
L= △**Vacant**(Verdie's old slot)
GS-1102-13/PK
- **!! New Senior Project Engineer** Aerospace

Navigation & C2 Systems
L= Mr. John M. Miller
GS-13/AX
▯ **Vacant (NEW REQ)**
GS-1101-13
- Mr. Ajit S. Bhatia
  Aerospace

AXDT
Info Mgt & Facilities Branch

Chief
Capt Abel Carreiro
AX

Project Manager Industry Evaluations
2d Lt Greg Vice
AX

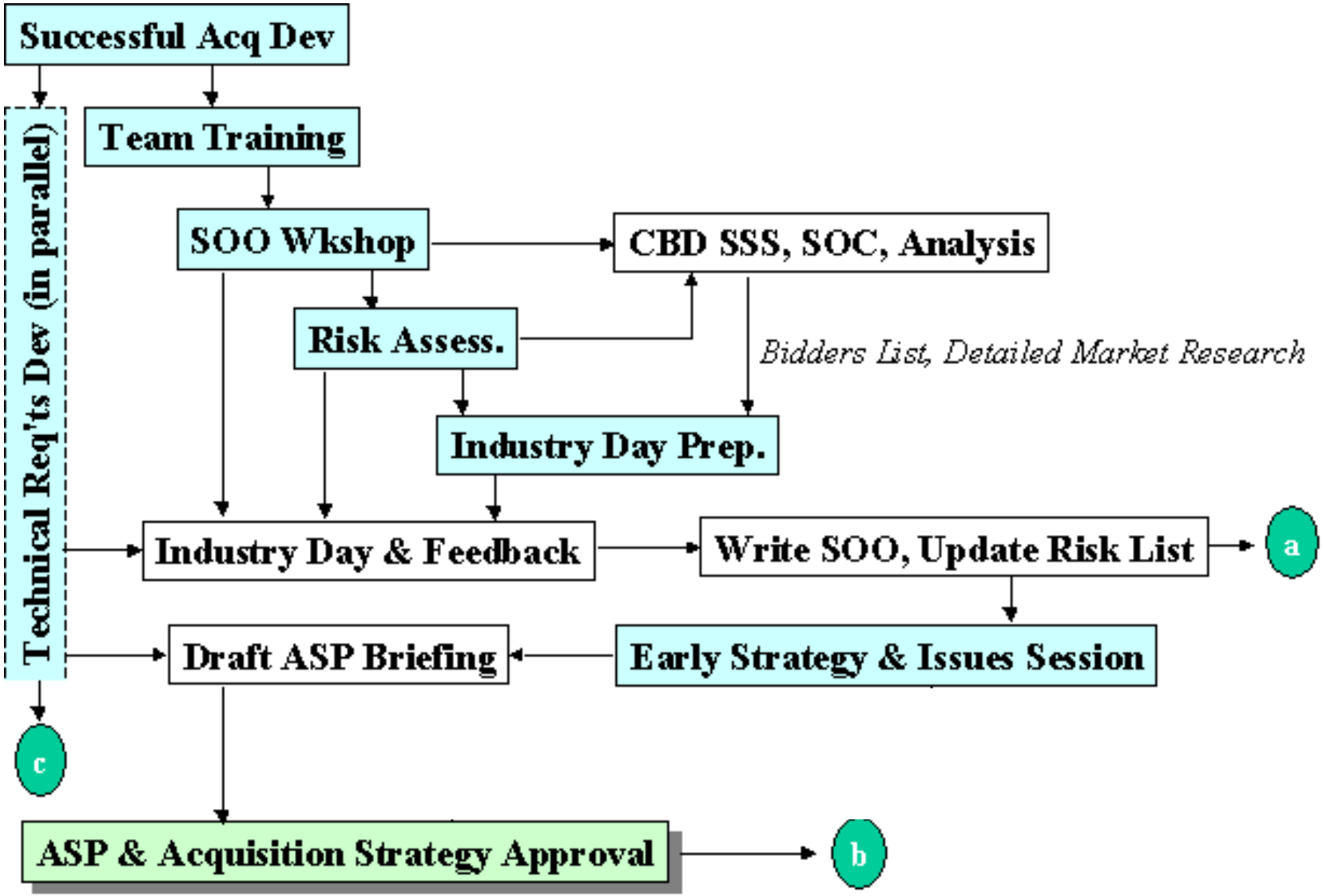
SETA Support/ bd Systems
Program Manager
Vacant
Programmer
Mr. Ted Nguyen
Network Manager
Mr. Tom Cavallo
Computer Technician
Mr. Sean Quach

Project Manager Resource Integration
1st Lt Jarvis Croff
AX

Project Manager Resource Integration
2d Lt Scott Frank
AX

POC: Susan Bretherton, AXD, 3-0620

Pre-Award Training Module Relationships



Pre-Award Training Module Relationships